

Message Text

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ACTION PM-04

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FM AMEMBASSY BOGOTA

TO SECSTATE WASHDC PRIORITY 1115

INFO SECDEF WASHDC PRIORITY

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USCINCSO QUARRY HTS CZ PRIORITY

C O N F I D E N T I A L SECTION 1 OF 4 BOGOTA 3614

E.O. 11652: GDS

TAGS: MASS, CO

SUBJECT: REVIEW OF CANAL ZONE MILITARY SCHOOLS

REF: STATE 084822

1. FOLLOWING IS KEYED TO REFTEL. INFORMATION PROVIDED IS
BASED ON MILGP BEST ESTIMATES, WITH EMBASSY CONCURRENCE, SINCE
TIME DID NOT PERMIT SPECIFIC COORDINATION WITH GOC OFFICIALS.
HOWEVER, MILGP IN ROUTINE CONSULTATION WITH GOC MILITARY ON
IMET MATTERS, AND DATA FELT TO HAVE HIGH VALIDITY.

A. OVER THE YEARS, THE COLOMBIAN IMET PROGRAM HAS GENERALLY
REFLECTED TRAINING OBJECTIVES AND PRIORITIES STATED IN THE
MASM, AS A FUNCTION OF TACIT AND CONTINUING AGREEMENT BETWEEN
HC AND MILGP AS TO WHAT THE PRIORITIES SHOULD BE. THE COLOMBIAN
LIVING ALLOWANCES PAID BY LAW TO OFFICER AND NCO PERSONNEL IN
TRAINING AND ON OFFICIAL BUSINESS OUTSIDE THE COUNTRY HAVE ALWAYS
GIVEN THE HC A SIGNIFICANT AND PROPORTIONATE SHARE IN TRAINING
COSTS, AND HAS IN EFFECT PUT AN UPPER LIMIT ON THE
AMOUNT OF TRAINING WHICH COULD BE ACCEPTED OUTSIDE THE COUNTRY
IN A GIVEN YEAR, EVEN IF IMET FUNDS WERE UNLIMITED. PRIOR TO
FY-77 WE WERE NEVER FACED WITH THE NEED FOR FORMAL CONSIDERATION
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OR REAFFIRMATION OF TRAINING PRIORITIES, BECAUSE IMET MONEY
AVAILABLE FOR COLOMBIA WAS AS MUCH AS OR MORE THAN THEY COULD
AFFORD TO SPEND DUE TO INTERNAL BUDGETARY RESTRAINTS. THE
ESTABLISHMENT OF FENCED FUNDING FOR CZMS IN FY-77 SEVERELY
LIMITED THE MONEY AVAILABLE FOR OTHER TRAINING AND FOR TLA IN
SUPPORT OF THE TRAINING ALREADY BUDGETED BY THE GOC. WE WERE
ABLE TO SALVAGE THE PLANNED PROGRAM ONLY BY REDUCING THE LIVING

ALLOWANCES FOR CZMS STUDENTS; SIMULTANEOUSLY WE INFORMED THE HC THAT THE SITUATION WOULD BE AS BAD OR WORSE FOR FY-77, AND THAT IMET-PAID TLA WOULD PROBABLY HAVE TO BE ELIMINATED ENTIRELY. DETAILED CONSIDERATION OF TRAINING PRIORITIES BECAME NECESSARY IN PLANNING FOR FY-77, SINCE FENCED FUNDING WAS AGAIN GOING TO TAKE A LION'S SHARE OF IMET FUNDS AVAILABLE. THE SITUATION WAS FURTHER COMPLICATED BY AN IMPENDING COLOMBIAN MILITARY PAY RAISE, SINCE APPROVED, AND A TIGHTER GENERAL BUDGET FOR THE COLOMBIAN ARMED FORCES. THE PROCEDURES WHICH EVOLVED IN RESPONSE TO THE RESTRICTIVE FACTORS MENTIONED ABOVE HAVE INCREASED THE DIALOGUE BETWEEN MILGP TRAINING ADVISORS AND THEIR COLOMBIAN COUNTERPARTS. THE COLOMBIAN IMET PROGRAM IS CURRENTLY DEVELOPED THROUGH CONSULTATION WITH THE INDIVIDUAL SERVICES, RESULTING IN A PRIORITIZED LIST OF COURSES TO BE PROGRAMMED FOR EACH SERVICE, WITHIN A ROUGH ESTIMATE OF THE IMET FUNDING EXPECTED, AND ANTICIPATED HIGH COMMAND (HICOM) APPROVAL OF THE BUDGET FOR EACH SERVICE. IT IS IMPORTANT TO REALIZE THAT IMET COURSES ARE ONLY A PART OF THE OVERALL PROGRAM FOR EACH SERVICE, WHICH INCLUDES ALL TRAINING AND OTHER MILITARY PCS AND TDY TO BE CONDUCTED OUTSIDE THE COUNTRY. FORCED REDUCTIONS IN THE BUDGET OF ANY OF THE THREE SERVICES COULD RESULT IN THE CANCELLATION OF IMET COURSES FOR THAT SERVICE OR, AT THE DISCRETION OF THE HICOM, INTERNAL ADJUSTMENT SUCH AS CANCELLATION OF LOWER-PRIORITY TRAINING FOR ANOTHER SERVICE. THE MILGP PROVIDES THE HICOM WITH THE LISTS OF COURSES REQUESTED BY EACH SERVICE, AND REQUESTS AN INTEGRATED TRAINING PRIORITY LIST, WHICH THEN SERVES AS THE BASIS FOR FURTHER PROGRAM ADJUSTMENTS ON BOTH SIDES, SUBJECT TO FUNDING PROVIDED. THIS SYSTEM SHOULD WORK WELL, IN PRINCIPLE, BUT DELAYS IN ESTABLISHING FUNDING LIMITS ON EITHER SIDE MAKE IT VIRTUALLY CONFIDENTIAL

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IMPOSSIBLE TO PROCEED WITH CONFIDENCE TOWARD FIRM COMMITMENTS. FOR FY-77, FOR EXAMPLE, THE HICOM REFUSED TO CONSIDER DEVELOPING A TRAINING PRIORITY LIST UNTIL THE IMET COUNTRY CEILING WAS KNOWN. SINCE FY-77 STARTED IN OCTOBER AND THE COUNTRY CEILING AND FENCED FUNDING LEVELS WERE NOT ANNOUNCED UNTIL JANUARY 1977, FIRST QUARTER TRAINING DID NOT NECESSARILY REFLECT PRIORITIES WHICH WERE ASSIGNED LATER BY THE HICOM, WHEN IT BECAME OBVIOUS THAT SOME COURSES WOULD HAVE BE CANCELLED DUE TO HC BUDGETARY RESTRICTIONS, INDEPENDENTLY OF IMET FUNDING INADEQUACIES AFTER FENCED FUNDS WERE DEDUCTED. OVERALL, HC AND EMBASSY/MILGP TRAINING PRIORITIES COINCIDE.

B. IN THE PAST, ALLOCATION OF IMET FUNDS AMONG THE THREE COLOMBIAN SERVICES POSED NO PROBLEM BECAUSE WE COULD AFFORD ROUGHLY WHAT THE HC COULD AFFORD, SO THAT EACH SERVICE RECEIVED WHAT IT COULD SUPPORT IN TERMS OF THE HICOM-APPROVED BUDGET FOR THAT SERVICE, AND THE NUMBER OF QUALIFIED PERSONNEL AVAILABLE FOR TRAINING IN A GIVEN YEAR. ALLOCATIONS REFLECT ROUGHLY THE SIZE AND IMPORTANCE OF THE INDIVIDUAL SERVICES WITHIN THE COLOMBIAN ARMED FORCES, WITH THE EXCEPTION THAT THE AIR FORCE

IMET BUDGET FOR TECHNICAL TRAINING IN THE CZ HAS MADE THE AIR FORCE TOTAL HIGHER THAN THE ARMY TOTAL, WHILE THE NAVY SPENDS MORE PROPORTIONATELY ON CONUS TRAINING, SINCE THEY GENERALLY CANNOT UTILIZE CZMS COURSES. FOR OFFICER AND NCO TRAINING, TOTAL EXPENDITURES HAVE CONSISTENTLY BEEN 1) ARMY (LARGEST),

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C O N F I D E N T I A L SECTION 2 OF 4 BOGOTA 3614

2) AIR FORCE, 3) NAVY. SINCE THE ARMY PREDOMINATES IN THE HC MILITARY HIERARCHY, IT IS LIKELY THAT ANY DISPUTE OVER ALLOCATION OF HC AND IMET TRAINING MONIES WOULD BE DECIDED IN FAVOR OF THE ARMY. SINCE EVERY IMET TRAINEE ALSO REPRESENTS A CONSIDERABLE HC INVESTMENT, IT IS LOGICAL THAT THE DECISION BE LEFT UP TO THEM, SINCE THEY ARE ALSO DECIDING HOW THEY WANT TO SPEND THEIR OWN MONEY. OUR ABILITY TO INFLUENCE THE QUESTION OF CONTINUING PARTICIPATION IN IAAFA TRAINING FOR NCO CANDIDATES, FOR EXAMPLE, IS AFFECTED BY THE RELUCTANCE OF THE COLOMBIAN AIR FORCE TO PUSH FOR MORE BUDGET MONEY FOR TRAINING IN A YEAR WHEN THEY ARE MONOPOLIZING FMS CREDITS, AND BY THE OBSERVATION OF THE ARMY-DOMINATED HICOM THAT SPENDING HALF OF THE AVAILABLE IMET MONEY TO TRAIN AIR FORCE MECHANICS DOES NOT SEEM TO THEM TO BE THEIR BEST INVESTMENT.

C. THE EFFECTS OF FENCED FUNDING FOR CZMS IN FY-77 WERE SLIGHT BECAUSE WE WERE ABLE TO GET APPROVAL FOR MORE IMET FUNDS, AND TO REALIZE SAVINGS BY REDUCING LIVING ALLOWANCES FOR CZMS STUDENTS TO THE MINIMUM, \$20/WK AT IAAFA AND \$25/WK AT USARSA. FOR FY-77 THE EFFECTS WERE FAR MORE SERIOUS, ESPECIALLY SINCE THEY COINCIDED WITH A TIGHT BUDGET FOR THE HC MILITARY. INDEPENDENTLY OF IMET CONSIDERATIONS, THE COLOMBIAN AIR FORCE WAS ORDERED TO CUT \$60,000 FROM ITS OVERALL OVERSEAS TRAVEL BUDGET FOR FY-77,

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AND AS PART OF THE EFFORT TO DO SO, THEY ELIMINATED ALL NCO TECHNICAL TRAINING IN THE CONUS. THE AIR FORCE WAS ALSO LEFT IN THE POSITION OF NOT BEING ABLE TO FUND STUDENT LIVING EXPENSES AT IAAFA, ALTHOUGH HALF OF THE IMET FUNDS WERE FENCED TO SUPPORT THE SCHOOL. FUNDING FOR THESE 110 STUDENTS WOULD HAVE COST \$35,200 FOR MEALS AND LAUNDRY, OR OVER ONE-THIRD OF THE REMAINING IMET FUNDS, AND THE HICOM DECLINED THIS OPTION. THE COLOMBIAN AIR FORCE COMMANDER HAS APPARENTLY RECEIVED APPROVAL TO SEND THE FIRST INCREMENT OF 58 NCO CANDIDATES TO IAAFA IN MAY, WITH HC PAYING STUDENT LIVING ALLOWANCES. THE PROSPECTS FOR THE REMAINING 52 SCHEDULED FOR TRAINING IN AUGUST ARE SHAKY; SO FAR WE HAVE BEEN TOLD THAT THEY WILL NOT BE SENT. PLANNING TO DATE BY HC FOR FY-78 DOES NOT INCLUDE ANY NCO CANDIDATES FOR IAAFA, AND IT IS LIKELY THAT USARSA TRAINING FOR COLOMBIAN ARMY CADETS WILL BE DISCONTINUED IF IMET MONEY IS NOT SUFFICIENT TO COVER THEIR LIVING EXPENSES. THE COLOMBIAN AIR FORCE HAS BEEN INSTRUCTED TO ESTABLISH IN-COUNTRY TRAINING FOR AIRCRAFT MECHANICS/TECHNICIANS, AND THEY ARE WORKING OUT A PROGRAM WHICH COULD EVENTUALLY SUPPLANT THEIR REQUIREMENT FOR IAAFA TRAINING FOR TECHNICIANS AT THE BASIC LEVEL. THE COMMANDER OF THE COLOMBIAN ARMED FORCES HAS MADE THE OBSERVATION THAT ARMY CADETS CAN BE TRAINED AS PARACHUTISTS IN COLOMBIA, WITH EXISTING FACILITIES, AT ONE-FIFTH THE COST FOR USARSA PARACHUTE TRAINING IN LIVING ALLOWANCES ALONE (NOT INCLUDING IMETP FENCED FUNDS). WITHOUT PREJUDGING THE QUALITY OF TRAINING WHICH CAN BE PROVIDED IN COLOMBIA, THE ABOVE ARE SEEN AS UNFORTUNATE CONSEQUENCES OF THE FENCED FUNDING FOR CZMS, SINCE COLOMBIA HAS BEEN THE PRIMARY USER FOR IAAFA ESPECIALLY, AND SINCE THEIR SATISFACTION WITH CZMS TRAINING PROVIDED OVER THE YEARS HAS BEEN A SOURCE OF CONTINUING GOOD WILL AND HAS PROVIDED A SOUND BASIS FOR THE SPIRIT OF COOPERATION WHICH PREVAILS. THERE IS NO QUESTION THAT IMET-PAID TLA FOR OFFICERS AND NCO'S WAS REDUNDANT IN THE FACE OF THE MANDATORY COLOMBIAN LIVING ALLOWANCES AND THE FACT THAT MONEY WAS ALWAYS BUDGETED BY THE HC FOR TRAVEL. BUT HAVING TO ELIMINATE LIVING ALLOWANCES FOR NCO CANDIDATES AND CADETS

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(WHO RECEIVE VERY LITTLE MONEY AND DO NOT BENEFIT FROM THE PERCENTAGE-OF-SALARY COMPUTATION BASIS FOR OVERSEAS ALLOWANCES), HAS PROVEN TO BE VERY DIFFICULT FOR THE COLOMBIAN ARMED FORCES. IN SHORT, THE INABILITY TO PROVIDE LIVING ALLOWANCES FROM IMET OVER AND ABOVE THE FENCE HAS CAUSED THE COLOMBIANS TO TAKE A HARD LOOK AT WHAT THEY WERE SPENDING FOR CZMS TRAINING,

AND TO CONSIDER THE ALTERNATIVES OF CONDUCTING SUCH TRAINING IN-COUNTRY OR ELSEWHERE FOR AIR FORCE NCO CANDIDATES AND ARMY CADETS. THE FY-77 FENCED LEVEL OF 84 PERCENT, OR \$587,000, PLUS MEDICAL CHARGES FOR THE ANTICIPATED NUMBER OF STUDENTS AT THE CZMS, LEFT ONLY \$98,000 WITH WHICH TO CONDUCT ALL CONUS TRAINING FOR ALL THREE SERVICES. LIVING ALLOWANCES FOR THE NCO CANDIDATES AT IAAFA OF \$35,200, PLUS \$15,700 FOR ARMY CADETS AT USARSA WOULD HAVE REQUIRED OVER HALF OF THE IMET MONEY REMAINING AFTER THE FENCE, AND SINCE CONUS COURSES WERE ALREADY PROGRAMMED WITHOUT TLA, WOULD HAVE REQUIRED DOLLAR-FOR-DOLLAR CANCELLATIONS IN CONUS TRAINING, WHICH HAS A HIGHER PRIORITY OVERALL THAN CZMS TRAINING. WE UNSUCCESSFULLY REQUESTED A IMET COUNTRY CEILING OF \$754,000 TO COVER CONUS TRAINING PROGRAMMED AT \$167,000 WITHOUT TLA, PLUS KNOWN CZ EXPENSES. EVEN NOW, THE ADDITION OF \$20,000 TO THE COLOMBIAN FY-77 IMET PROGRAM MIGHT ENABLE US TO PERSUADE THE HICOM TO APPROVE IAAFA TRAINING FOR THE REMAINING 52 NCO CANDIDATES PROGRAMMED FOR AUGUST 1977.

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C O N F I D E N T I A L SECTION 3 OF 4 BOGOTA 3614

D. THE TABLE BELOW SHOWS TRAINING BY CATEGORY AND LOCATION FOR FY-76, FY-7T, FY-77 PROJECTED, AND FY-77 ACTUAL. WE ASSUME THE CRITERIA OF REF PARA D. FOR FY-76 AND FY-7T; THE DIFFERENCES BETWEEN FY-77 PROJECTED AND ACTUAL COLUMNS REFLECT ADJUSTMENTS UNDER CONSTRAINTS DISCUSSED ABOVE. COURSES BY TYPE AND LOCATION, AND NUMBER OF STUDENTS AND TOTAL WEEKS OF TRAINING PROVIDED BY SERVICE ARE AS FOLLOWS.

PROJ ACTUAL

FY-76 FY-77 FY-77 FY-77

STU/WKS STU/WKS STU/WKS STU/WKS

CONUS OFFICER PME

ARMY	13/388	0	14/418	14/418
AIR FORCE	2/61	0	2/61	2/61
NAVY	6/133	1/13	12/195	5/171

CONUS OFFICER TACH & RELATED

ARMY	1/12	0	3/34	0
AIR FORCE	1/29	0	5/125	3/47
NAVY	4/116	0	13/253	11/251

CONUS NCO TECHNICAL

ARMY	0	0	0	0
AIR FORCE	0	0	4/132	0

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NAVY	0	0	8/151	9/114
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CZ OFFICER PME

ARMY	4/168	0	4/168	4/168
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CZ OFFICER TECH & RELATED

ARMY	1/16	0	6/96	7/98
AIR FORCE	2/12	1/06	2/12	7/31

CZ NCO TECHNICAL

ARMY	48/235	13/184	13/197	68/307
AIR FORCE	3/32	2/32	2/24	3/40
NAVY (NOT CZMS)	2/46	0	1/26	2/52

CZ NCO CANDIDATES & CADETS

ARMY - USARSA	180/1080	294/1764	156/936	107/628
AIR FORCE - IAAFA	68/1088	56/896	110/1760	&58/928
TOTALS	335/3416	367/2895	355/4588	300/3314

THE NEW IAAFA OFFICER ACFT MAINT SUPERVISOR COURSE WAS WELL RECEIVED, AND OBVIOUSLY FILLED A NEED. TWO SLOTS WERE CANCELLED IN THE 18-WEEK CONUS COURSE IN FAVOR OF 4 SLOTS FOR THE 13-WEEK IAAFA COURSE. THIS SAVED IMET TUITION MONEY ALTHOUGH IT COST THE HC MORE TO SEND 4 OFFICERS TO THE CZ THAN IT WOULD HAVE COST TO SEND 1 OFFICER TO THE CONUS. OTHER CHANGES IN FY-77 AIR FORCE PROGRAM, PROJECTED VS ACTUAL, REFLECT CANCELLATION OF CONUS NCO TRAINING, AIR TRAFFIC CONTROL, AVIONIC NAVIGATION TECHNICIAN, NON-DESTRUCTIVE INSPECTION, AND PRECISION MEASURING EQUIPMENT, ONE SPACE EACH. OTHER CHANGES IN PROGRAM FY-77 PROJECTED VS ACTUAL REFLECT NORMAL ATTRITION IN PROGRAMMING CYCLE, AND AVAILABILITY OF QUALIFIED PERSONNEL, AS WELL AS CONSTRAINTS ON HC FUNDING.

E. INFORMATION PROVIDED IN D FOR ACTUAL FY-77 PERTAINS. WE HAVE ELIMINATED ALL TLA FROM FY-77 PROGRAM; PROGRAMMING FOR FY-78 AND BEYOND WILL INCLUDE TRAVEL WITHIN CONUS IF FUNDING LEVEL PERMITS; TRAVEL TO AND FROM CONUS WILL BE RESPONSIBILITY OF HC, BY MUTUAL AGREEMENT. IF LIVING ALLOWANCES AT SUBSISTENCE LEVEL CANNOT BE PAID FROM IMET FOR NCO CANDIDATES AT IAAFA AND CADETS AT USARSA, IT APPEARS THAT THE FORMER WILL BE CANCELLED AND THE LATTER MAY BE CANCELLED. AS MENTIONED

EARLIER, PERSONNEL IN THESE CATEGORIES DO NOT COME UNDER
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THE DECREE/LAW WHICH PROVIDES LIVING ALLOWANCES FOR OFFICERS
AND NCO'S WHILE OUTSIDE COLOMBIA, BUT THE HC FEELS OBLIGED
TO PAY THEM A SMALL STIPEND FOR THEIR PERSONAL EXPENSES,
OVER AND ABOVE SUBSISTENCE-LEVEL EXPENSES ASSOCIATED WITH
THE TRAINING. IF HC CANNOT AFFORD TO PAY ALLOWANCES FOR
PERSONAL EXPENSES THEY MAY NOT ACCEPT SUCH TRAINING, WITH
OR WITHOUT IMET-PAID LIVING ALLOWANCES.

F. NO CHANGE, SINCE CRITERIA IN REF APPLY FOR FY-77.

G. IF THE QUESTION IS WHICH CONUS AND CZ TECHNICAL AND RELATED
COURSES WOULD HC PURCHASE UNDER FMS, ANSWER IS PROBABLY ONLY
CRITICAL COMMUNICATIONS COURSES FOR AIR FORCE AND COURSES
TO SUPPORT IANTN INSTALLATIONS, AND OTHER HIGHLY TECHNICAL
COURSES WHICH IMPINGE DIRECTLY ON OPERATIONAL CAPABILITIES.

H. IF QUESTION IS WHICH PME COURSES WOULD HC PURCHASE UNDER
FMS, ANSWER IS UNKNOWN, BUT PROBABLY NONE.

I. NO CHANGE FOR NAVY, SINCE COLOMBIAN NAVY DOES NOT UTILIZE
CZMS COURSES, ITEM H N/A FOR AIR FORCE, SINCE IAAFA DOES NOT
OFFER PME COURSES. HC WOULD RELY ON CONUS COURSES WITHIN

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C O N F I D E N T I A L SECTION 4 OF 4 BOGOTA 3614

CONSTRAINTS OF BUDGET BY SERVICE, AND AVAILABILITY OF ENGLISH
LANGUAGE QUALIFIED PERSONNEL.

J. (I) ATTENDEES ARE USUALLY OUTSTANDING GRADUATES OF HC SCHOOLS, OF PERSONS OF PROVEN ABILITY AND POTENTIAL.

(II) TRAINING PRIORITIES COINCIDE.

K. WE HAVE SUGGESTED PHASING OUT IMET-PAID ENGLISH LANGUAGE TRAINING WHEREVER POSSIBLE IN FAVOR OF IN-COUNTRY LANGUAGE TRAINING. BECAUSE STUDENTS RECEIVE MANDATORY HC LIVING ALLOWANCES WHILE IN CONUS ENGLISH COURSES, THIS SOLUTION IS ATTRACTIVE TO HC ALSO. SOME FY-78 TRAINING LINES MIGHT HAVE TO BE CANCELLED, BUT NUMBER PROGRAMMED WITH LANGUAGE IS SMALL AND PROBLEM COULD BE OVERCOME.

L. AVAILABILITY OF TRAINING AND RELATED MATERIALS AND TECHNICAL DOCUMENTS IN SPANISH IS MORE IMPORTANT THAN LOCATION OF TRAINING. WE ASSUME THAT CULTURAL CONSIDERATIONS SUCH AS PROXIMITY OF SIZEABLE SPANISH-SPEAKING COMMUNITIES WOULD BE TAKEN INTO ACCOUNT IN DECIDING ON CONUS LOCATIONS FOR SCHOOLS. INCREASE IN TRANSPORTATION COSTS WOULD BE ONLY NEGATIVE FACTOR, AN ARGUMENT FOR LOCATING SCHOOLS IN SOUTHERN STATES. COLOMBIAN AIR FORCE NOW PROVIDES TRANSPORTATION FOR LARGE GROUPS OF STUDENTS TO CANAL ZONE; THIS SERVICE COULD BE EXPANDED TO CONUS, OR STUDENTS COULD UTILIZE SCHEDULED COLOMBIAN AIR FORCE
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FLIGHTS TO FT LAUDERDALE, AND COMMERCIAL AIR TO TRAINING LOCATION, AND FOR RETURN TO COLOMBIAN IF NO SPACE AVAILABLE.

2. COMMANDER OF COLOMBIAN ARMED FORCES HAS REPEATEDLY AND FORCFULLY EXPRESSED VIEW THAT HE CANNOT MAKE RATIONAL CHOICES BETWEEN OVERSEAS AND DOMESTIC TRAINING OPPORTUNITIES UNLESS HE CAN COMPARE COSTS ON A COST-PER-STUDENT-PER-COURSE BASIS, AND THAT FENCING HAS THUS UNACCEPTABLY RESTRICTED HIS DECISION-MAKING PROCESSES AND AUTHORITY. ABOVE ALL, HE HAS STATED HIS CONVICTION THAT IMETP IS A JOINT ENDEAVOR AND SHOULD BE COORDINATED IN ADVANCE FOR EACH FISCAL YEAR, WITH ALL PARAMETERS KNOWN AS FAR IN ADVANCE AS POSSIBLE, CERTAINLY BEFORE THE START OF THE FISCAL YEAR.

3. FURTHER FETAILED REVIEW OF IMET FOR COLOMBIA IS OMITTED, FOR SUBSEQUENT DISCUSSION BETWEEN THE FACT-FINDING TEAM AND OUR REPRESENTATIVES.

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